BC Partners in Enterprise

Hon. Bill Ritchie
Minister

Investment Brochure Guidelines

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A GUIDE TO TEXT PREPARATION FOR COMMUNITY INVESTMENT BROCHURES

MINISTRY OF MUNICIPAL AFFAIRS
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TABLE OF CONTENTS

		Page
1.0	**INTRODUCTION**	1
	1.1 POLICY	2
	1.2 PROCEDURE	3
2.0	**RELATIONSHIP TO OTHER MUNICIPAL ECONOMIC DEVELOPMENT EFFORTS**	4
3.0	**PURPOSE OF AN INVESTMENT-ORIENTED BROCHURE**	6
4.0	**PREPARING THE BROCHURE CONTENT**	7
	4.1 STATEMENT OF ECONOMIC POLICY	9
	4.2 LOCATION	10
	4.3 TRANSPORTATION LINKS	11
	4.4 POPULATION	12
	4.5 LABOUR FORCE	13
	4.6 ECONOMIC STRUCTURE/MAJOR FIRMS	15
	4.7 SUPPLY OF DEVELOPMENT SITES	16
	4.8 ENVIRONMENTAL AND COMMUNITY AMENITIES	17
	4.9 HOW TO GET MORE INFORMATION AND ASSISTANCE	18
5.0	**PHOTOGRAPHS**	19

1.0 INTRODUCTION

The Ministry of Municipal Affairs is assisting municipalities with the publication of investment-oriented promotional brochures that are designed to provide concise, factual information about the municipality to prospective new businesses, to people or institutions seeking investment opportunities, or to potential land developers.

This manual is intended to help municipalities prepare the content for this type of brochure and also to indicate how this brochure can be part of a complete economic development program.

1.1 POLICY

The community's economic development strategy sets community goals for the balance of the 80's and will act as a foundation for community activities to attract investment and support existing industry. One of these activities is promotion, particularly to the investment audience. High quality materials aimed directly at this audience are essential if the community is to make a favourable impact.

A valuable part of any promotional program is a brochure setting out a profile of the community offering the type of information a potential investor would want to know prior to making any business commitments.

The Ministry is prepared to act as your publisher of such a brochure. This content guide is intended to assist your community in composing an effective text which the Ministry will then publish on the community's behalf as a full colour brochure with top quality design and format. Municipal Affairs staff will co-ordinate and direct the production process.

Full funding of costs incurred in the first printing of 5,000 copies is offered. The art work will become the community's property for future editions.

FIGURE 1: PROCEDURE FOR PRODUCTION OF COMMUNITY PROMOTIONAL BROCHURE

STEPS	MUNICIPALITY	MUNICIPAL AFFAIRS
1	Complete an Economic Development Strategy.	
2		Provide guidance with respect to production of brochure.
3	Prepare text for brochure. Submit text and available photo-graphs to Ministry.	
4		Editorial review of brochure content. Obtain necessary additional photographs from government publications. Prepare for publication.
5	Review and approve brochure proof.	
6		Print brochure. Return artwork and printed brochures to municipality.

1.2 PROCEDURE

After completing its economic development strategy, the municipality should contact Municipal Affairs staff who will provide advice and co-ordinate the production of the brochure.

Using this manual as a guide, the community should prepare the text for its brochure. Note that funding is available to cover the costs of a professional writer.

Municipal Affairs will review the text; make editorial suggestions and prepare the brochure for publication.

In designing the brochure, the Ministry will draw on provincial government photo files (Beautiful B.C., Venture Inland, Ministry of Industry and Small Business Development, Tourism B.C., etc.). In addition, the Ministry will also use top quality, large-format photographs provided by the municipality.

Prior to publication, proofs will be provided to the municipality for review. Upon approval, the Ministry of Municipal Affairs will publish the brochure and reimburse the municipality for costs.

This publishing effort is a special project of the Ministry of Municipal Affairs and is not intended to preclude access to 50 per cent funding under the COED section of the Partnership Program. For other types of promotions such as regional brochures, videos, etc. funding applications should be directed to the Ministry of Industry and Small Business Development.

2.0 RELATIONSHIP TO OTHER MUNICIPAL ECONOMIC DEVELOPMENT EFFORTS

An investment-oriented brochure is one of several tools that a municipality can use to help attract new capital and new enterprises. In order to maximize the value of the dollars invested in this tool, it should be part of an integrated economic development strategy.

Ideally, the brochure's role in the total municipal economic development program will work something like this:

1. The municipality should adopt clear priorities and an action plan for its economic development efforts. These will usually cover five subject areas:

    a) operating an efficient economic development organization involving the municipality and possibly other groups such as the Chamber of Commerce.

    b) ensuring that there is an adequate supply of developable land at appropriate prices.

    c) ensuring that land use and development regulations are efficient and reasonable and that property taxation is at an appropriate level.

    d) mounting a suitable, cost-effective public relations, promotion, advertising and information services program.

    e) adopting action plans to improve specific economic sectors such as forestry, tourism or agriculture.

2. The municipality's program of public relations, promotion, advertising and information services should present a clear municipal image and should include a series of co-ordinated printed materials, often including:

   a) a general purpose investment-oriented brochure (the subject of this manual).
   b) a visitor-oriented brochure.
   c) pamphlets outlining various regulations and procedures (e.g. how to obtain a rezoning or a subdivision).
   d) more detailed follow-up information packages such as an industrial land information package or a Community Profile.

3. The general purpose investment-oriented brochure is used independently or in conjunction with other tools, depending on the nature of the application.

The municipality's investment-oriented brochure and its other advertising/promotional/information tools should present a consistent, co-ordinated municipal image, but each tool should be designed for a specific purpose. Duplication and overlap should be minimized.

3.0 PURPOSE OF AN INVESTMENT-ORIENTED BROCHURE

There are many factors that influence decisions about where a business will locate or expand, or where an investor will place funds. One of the factors that the municipality has some control over is the investor's awareness of the community as a potential location and the efficiency with which this information is made available.

The purpose of an investment-oriented promotional brochure is to provide a "one stop" summary of basic information that will allow an investor to determine:

a) whether a location in the community is a realistic option that should be evaluated in more detail and, if so,

b) how to obtain additional information or assistance.

In effect, the brochure should serve as an executive summary of basic community facts and as a guide to sources of more detailed information.

This type of brochure is useful for:

* distribution at trade and business shows.

* distribution to people/businesses making preliminary inquiries about potential business opportunities or locations in the community.

* local realtors and developers who are involved in marketing industrial and commercial property.

* initial direct contact with firms in sectors that have been identified as having growth potential in the community.

* distribution to individuals or firms contemplating investing in existing local businesses.

4.0 PREPARING THE BROCHURE CONTENT

The general outline for the content of an investment-oriented brochure should be guided by the sorts of questions that a potential investor would ask:

* where is the municipality?
* how is the municipality connected to regional, provincial, national and international transportation networks?
* what are the community's attitudes toward new business?
* how large is the municipality and what is its effective trade area?
* what is the structure of the municipal economy?
* what other firms are located in the municipality?
* is there an available pool of labour with the necessary skills and experience?
* are there sites available that would accommodate the firm's needs?
* what environmental and community amenities are available?
* what would it be like to live in this community?
* where can additional information be obtained?

The brochure should be easy to read and concise (e.g. executive summary style) so that it maximizes its chances of being read by someone who may not be predisposed to want to learn about the municipality.

Information in the brochure must be accurate and should not be the sort that quickly becomes dated.

The brochure must appeal to a prospective investor or entrepreneur on two levels:

1) on the technical/financial level, the brochure should respond to business concerns such as transportation, costs, markets.

2) on the personal level, the brochure should respond to human concerns such as quality of life, climate.

FIGURE 2: SAMPLE OUTLINE FOR AN INVESTMENT ORIENTED BROCHURE

STATEMENT OF ECONOMIC POLICY
LOCATION
TRANSPORTATION LINKS
POPULATION
LABOUR FORCE
ECONOMIC STRUCTURE/MAJOR FIRMS
SUPPLY OF DEVELOPMENT SITES
ENVIRONMENTAL AND COMMUNITY AMENITIES
HOW TO GET MORE INFORMATION AND ASSISTANCE

The specific style of presentation and the tone of the text will obviously depend on the municipality's image, character and its assets.

Before it begins the process of preparing its brochure, the municipality should clearly articulate the type of image/character it wants to communicate through its printed material. For example, does the municipality want to present itself as an established, stable centre or does it want to present itself as an energetic young centre that is "coming on strong".

The municipality should also decide which (if any) aspects of its character or image it wants to emphasize in its investment-oriented brochure. If it has determined that most of its growth prospects lie in expanding its role as a service centre for the agricultural industry, the municipality may want to emphasize its agricultural roots.

Generally, the tone of this brochure should be business-like and factual. The brochure should avoid being too subjective and "booster-like".

A sample outline for an investment-oriented brochure is shown opposite. The following sections of this manual provide specific suggestions for the content of each component of the brochure.

4.1 STATEMENT OF ECONOMIC POLICY

The brochure should contain a brief, but clear, statement that describes the municipality's commitment to economic development.

This message can play an important role in demonstrating that the municipality places a high priority on being co-operative, providing good service and encouraging new economic activity.

This statement should be authored at the political level, either by the mayor or by the entire municipal council (note that a message signed by the mayor can become dated if a mayoralty election is imminent).

4.2 LOCATION

"Location" is often one of the most critical factors influencing the investment or site selection process.

This component of the brochure should consist of a series of three or four maps that show the municipality's location:

a) in its national/provincial context.
b) its regional context.
c) in its subregional or trade area context.

The municipality's elevation should also be noted.

4.3 TRANSPORTATION LINKS

The municipality's transportation links should be summarized succinctly.

ROAD: List all highways (and, if appropriate, interchanges) that the municipality can be accessed from. Illustrate these on the subregional location map discussed in Section 4.2.

RAIL: List all rail lines (including the name of the railroad) and indicate which are main lines (these could be illustrated on the subregional location map providing it does not become too cluttered and difficult to read).

AIR: Describe the location and specifications of the airport (i.e. runway surface, length, width, control tower, navigation aids, maximum aircraft capability, other facilities).

List regularly scheduled commercial passenger and freight carriers, and note whether charter services are available (fixed wing and helicopter).

WATER: Describe the type of commercially navigable waters that the municipality can be accessed from and list the name/contact address of the local Harbours Board or Port Authority.

The brochure should highlight any recent or planned major changes in the municipality's transportation links.

4.4 POPULATION

Population statistics should be presented for the municipality and for its trade area population. (Trade area should be defined as the region for which the municipality acts as the major retail and service centre.)

The population statistics should include data from the two most recent census surveys and the most current estimates published by the Ministry of Industry and Small Business Central Statistics Bureau. The source and date of all population statistics should be clearly indicated.

e.g. POPULATION:

	1976 Census	1981 Census	1985 Estimate*
Municipality	30,000	40,000	45,000
Surrounding Region	60,000	80,000	85,000
Total Trade Area	90,000	120,000	130,000

* estimate published by B.C. Central Statistics Bureau

Any particularly significant characteristics of the population structure or population growth that have implications for development or business opportunities should be described.

e.g. "The largest and fastest growing segment of the population is in the 65+ age group."

4.5 LABOUR FORCE

Prospective investors use labour force data[1] primarily to determine whether there is an available pool of labour with the necessary skills and experience.

The brochure should include statistics about the trade area labour force from the most recent census. The data should be organized two ways: by occupation group and by industry.

e.g. LABOUR FORCE: Municipality and Surrounding Region

	1981 Census			
Occupation Group	# Male	# Female	Total #	Total %
Managerial/Administrative	2,700	600	3,300	8.5%
Teaching	500	900	1,400	3.6%
Medicine/Health	300	1,200	1,500	3.8%
Technological/Social/ Religious/Artistic	1,300	600	1,900	4.9%
Clerical	1,000	5,400	6,400	16.4%
Sales	2,700	1,900	4,600	11.8%
Service	1,800	3,200	5,000	12.8%
Primary	1,800	600	2,400	6.2%
Processing	900	400	1,300	3.3%
Machining/Fabricating/ Assembling/Repairing	3,500	400	3,900	10.0%
Construction	4,300	-	4,300	11.0%
Transport Equipment Operating	1,100	-	1,100	2.8%
Other	1,100	800	1,900	4.9%
TOTAL LABOUR FORCE	23,000	16,000	39,000	100%

(1) "Labour Force" includes residents who are willing and able to work. Members of the labour force may be employed or unemployed.

Industry Group	1981 Census Total #	%
Primary	3,000	7.7%
Manufacturing	5,300	13.6%
Construction	4,800	12.3%
Transportation/Communications and Utilities	2,200	5.6%
Trade	8,000	20.5%
Finance, Insurance & Real Estate	2,000	5.1%
Community, Business & Personal Service	12,000	30.8%
Public Administration & Defense	1,700	4.4%
TOTAL LABOUR FORCE	39,000	100%

This section of the brochure could also include a brief description or testimonials referring to the characteristics of the labour force.

e.g. "many of our workers come from farming families. They are steady, hard workers."

President, ABC Industries

Finally, the brochure should indicate the range of locally available educational programs that produce potential employees with specialized skills.

4.6 ECONOMIC STRUCTURE/MAJOR FIRMS

The brochure should briefly describe the range of sectors represented in the municipality's economy and provide a general indication of the relative importance of various sectors.

e.g. "The municipality has a diverse economy which includes active agriculture, forestry, mining, transportation and tourism industries. The forestry and mining sectors have traditionally been the municipality's economic mainstay but, in recent years, the transportation and tourism sectors have been expanding rapidly."

The brochure could also include **a list of major firms in each sector** and **details about opportunities that have been identified in each sector.** These opportunities will have been identified in the community's Economic Development Strategy.

4.7 SUPPLY OF DEVELOPMENT SITES

The brochure should provide a general description of the variety of sites or development areas available in the municipality. The description should include basic characteristics such as: general location (perhaps indicated on a map), accessibility, parcel sizes, a listing of available services (water, power, sewer, rail). The description should not include references to non-municipal contacts or prices as this information can quickly become dated. This kind of date-sensitive information should be made available in a more easily updated format as part of a more detailed information package that can accompany the printed brochure.

4.8 ENVIRONMENTAL AND COMMUNITY AMENITIES

One of the variables that a firm considers in selecting a location is the quality of life offered by the community.

The municipality should demonstrate that it is an attractive place to live and has high calibre services, facilities and amenities including:

a) attractive, affordable housing (mobile, multi, single detached).
b) schools.
c) shopping.
d) parks and recreation facilities and programs.
e) health care.
f) emergency services.
g) cultural facilities and programs.
h attractive/interesting natural setting.
i) comfortable climate.

This part of the brochure should certainly highlight the community's strong points, but it should avoid taking on an overly "booster-like" tone.

4.9 HOW TO GET MORE INFORMATION AND ASSISTANCE

The brochure should describe the municipality's economic development "organization". The description should include the titles, addresses, phone numbers and roles of:

a) the municipal department or position that is responsible for co-ordinating the municipality's economic development efforts.

b) other local organizations that are actively involved in economic development activities (e.g. Chamber of Commerce, Visitors and Convention Bureau, Enterprise Centre).

The use of individual names should generally be avoided in order to minimize the chances that the brochure will quickly become dated.

The descriptions of the roles of each organization should clearly indicate the types of services each group specializes in offering. The description should also indicate the best place to start when a firm (or investor) is not quite sure of what it needs.

The brochure should also include a list of more detailed information sources that the municipality can provide upon request and should indicate what other assistance the municipality can provide. In particular, this section should identify any special aids or incentives available in the municipality.

5.0 PHOTOGRAPHS

In selecting photographs for the brochure, the Ministry has access to all provincial government photo files, including Beautiful B.C., Venture Inland, Tourism, Industry and Small Business Development, etc.

The Ministry is also interested in seeing the best quality photographs that the municipality can provide.

For production purposes, the Ministry will require professional, high quality colour photographs (preferably large format). The specific qualities these photographs should have include: sharpness, dramatic quality, and good exposure.

Note that the Ministry will require access to original slides and/or negatives.